



Denver Service Center Program Review



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National Park Service Denver Service Center
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U.S. Department of the Interior
Washington, D.C.

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Foreword

This document describes the operations of the National Park Service's Denver Service Center for fiscal year 2002 (FY02). Because the Denver Service Center (DSC) has not issued a formal annual report since FY1997 and this office has undergone tremendous changes since that time, this document is being called a program review.

As the Denver Service Center continues to change how we conduct our business, we felt we needed to review where the program is today and focus on our future in

addition to disseminating fiscal year reporting requirements. This document will be our point of reference for future annual reports.

This review is presented in two formats — printed and electronic — making this document more available to those interested. The document is available at www.nps.gov/dsc.



Message from the DSC Director

The Denver Service Center (DSC) had a robust year in fiscal year 2002 (FY02) for both accomplishments and challenges. We obligated about \$34 million more in line-item project funding than we did in FY01, and our obligation rate for projects improved from 36% in FY01 to 62% in FY02.

I recognize that this improved performance would not have been possible without our staff's commitment and attention to the details necessary to keep the projects on schedule. We have been asked to do more with less, and I am confident we will continue to meet this challenge through our constant efforts to improve our efficiencies, and by making sound planning and budgeting decisions.

The Denver Service Center has undergone substantial change during the last few years. Although our basic mission has not changed, we have significantly altered the way we do business, and we continue to change how we operate to meet our mission. The information in this document will help us assess the progress we have made, and it will help us determine our priorities and goals for the coming years.

The Denver Service Center will see more changes, and we will continue to refine how we operate and function as an office. We are currently undergoing a competitive

sourcing study. This study, part of the National Park Service's 2002-2003 Competitive Sourcing Program, has identified about 80 positions at the Denver Service Center — primarily design professionals including engineers, architects, and landscape architects. The Denver Service Center currently manages the outsourcing of more than 90% of the line-item construction program assigned to our office. The remaining 10%, as well as some Federal Lands Highway Program work and park-funded work, is performed by in-house staff. Our competitive sourcing study is examining this 10% in-house effort for the line-item program and in-house pre-design and design efforts.

With our part of the study complete, we are awaiting a decision on whether to compete the body of work identified. This study has been a large undertaking with significant impacts on our future, no matter the outcome.

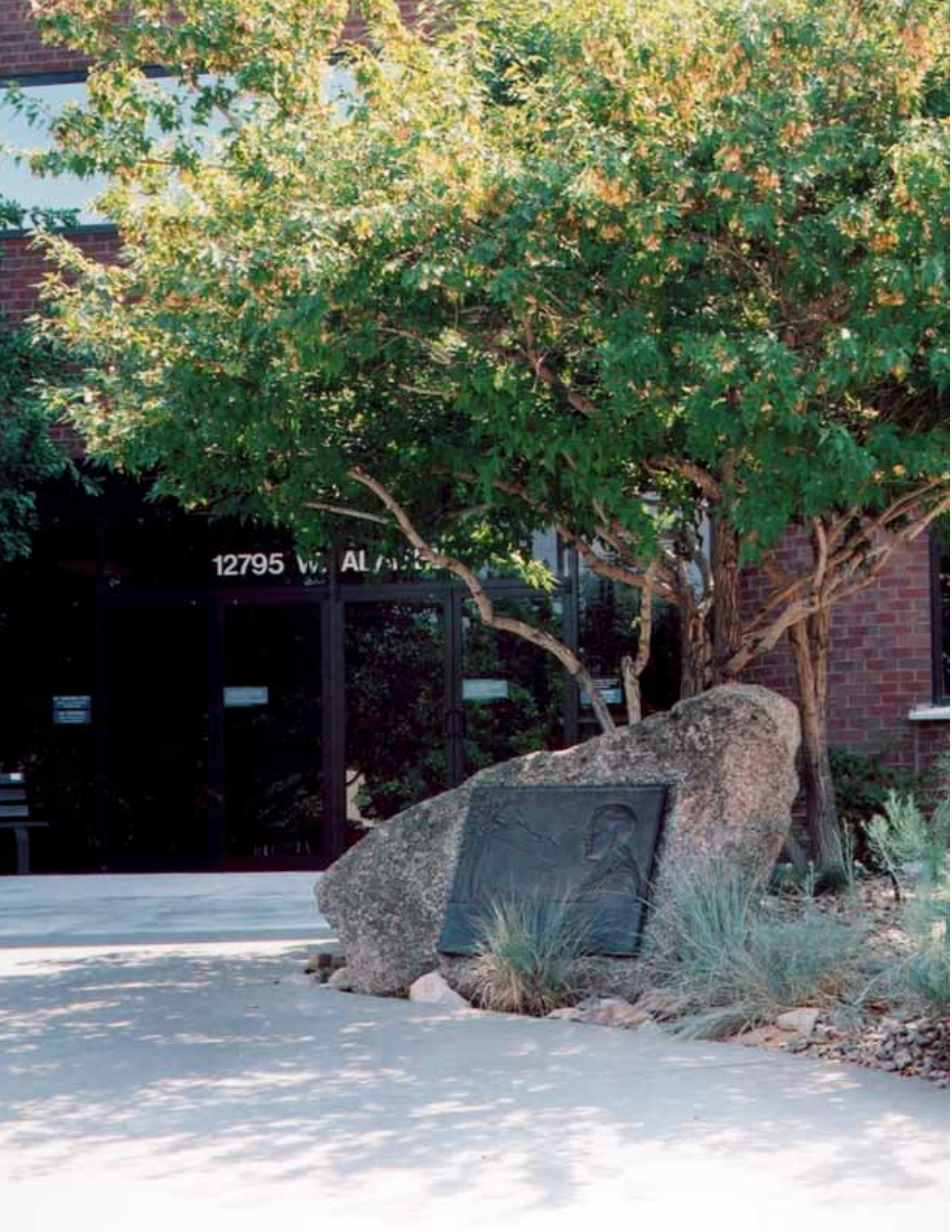
We are also strengthening our ability to be competitive through increasing our accuracy and accountability in every aspect of our work. We must continue to improve how we operate to create and maintain a competitive edge. The Denver Service Center has many challenges ahead. I look at them as opportunities to illustrate our value to the National Park Service.



Daniel N. Wenk
Director, Denver Service Center
National Park Service

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12795 W. ALAMOSA

General Overview



DSC office, 1971

With more than 388 park units in 49 states and 4 territories, the National Park Service has a centralized group of professionals to help with the demands of protecting our resources today and planning for the national park system of the future. The Denver Service Center provides planning, design, and construction solutions for the national park system. Our 240 employees work to meet the unique needs of every park unit and region. Our staff of project managers, architects, contract specialists, engineers, landscape architects, planners, and resource specialists strive to preserve and protect resources associated with every one of our projects. Based on the latest inventory data available, the national park system contains about 7,580 administrative and public use buildings, 5,771 historic buildings, 4,389 housing units (including about 1,000 historic units), 8,000 miles of roads, 763 miles of paved trails, 12,250 miles of unpaved trails, 1,861 bridges and tunnels, 1,500 water and wastewater systems, 270 electrical generating systems, 73,000 signs, 8,505 monuments, 250 radio systems, more than 400 dams, more than 200 solid waste operations, and many other special features.

Realizing that design is part of its tradition and policy, the National Park Service recognized the importance of a strong cadre of planning and design professionals early on, starting with the first design office in 1919. The Denver Service Center was established in 1971, when three offices with similar responsibilities in San Francisco, Philadelphia, and Washington, D.C., were consolidated. In-house professionals have provided the planning, design, and construction expertise to the national park system to help create its common identity.

In addition to our planning, design, and construction services, we also provide parks and regional offices with contracting, project management, information management, and visual information services. The Denver Service Center, and increasingly our counterparts in the private sector, share in the National Park Service's overall commitment to protect America's natural and cultural resources in an efficient and cost-effective manner.



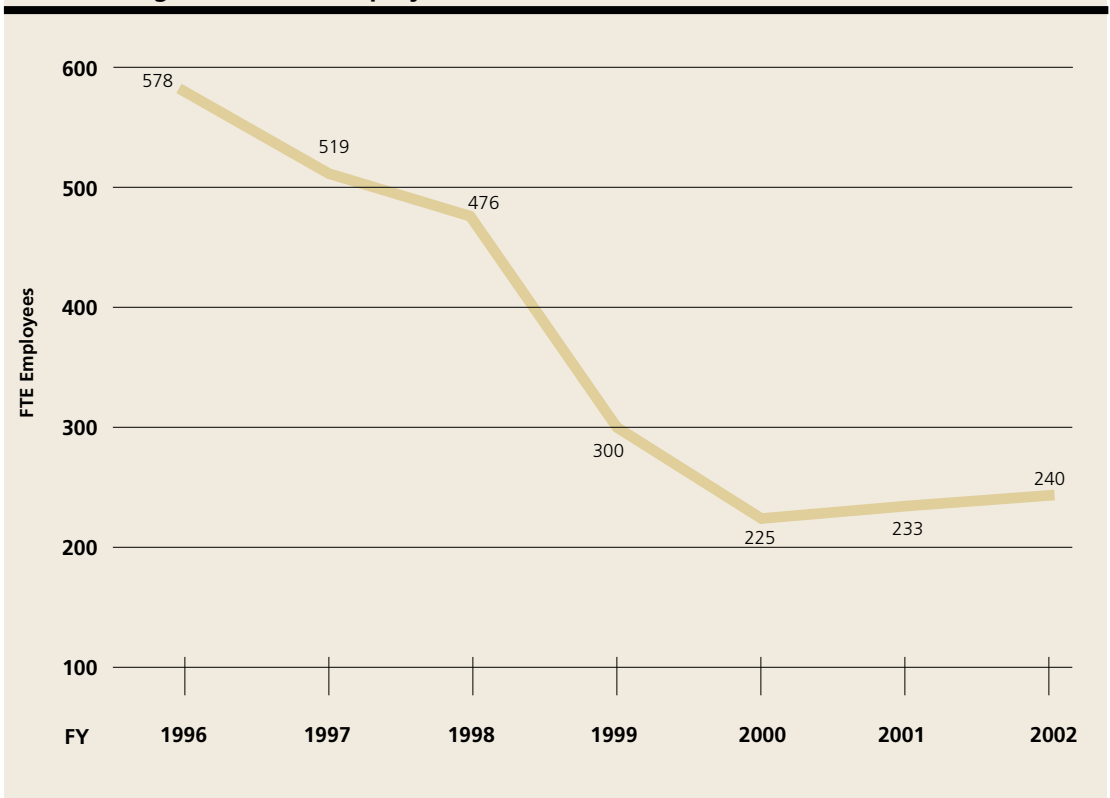
Denver Service Center

The DSC Transformation

A transformation of the Denver Service Center started in 1995 when, in response to the NPS National Performance Review, the Service Center transitioned from a geographic team structure to a project management, project centered organization. Since then, the evolution of the Denver Service Center has been continuous. Recent internal and external DSC studies include a “reengineering laboratory” resulting in Vice President Gore’s Hammer Award; a National Academy of Public Administration (NAPA) study; a Secretary’s Performance Challenge review; a subsequent NAPA review of the Service Center’s implementation of earlier NAPA recommendations; and, currently, a competitive sourcing study under the guidelines of the Office of Management and Budget Circular A-76.

Results of these studies have led to the implementation of more cost-effective business practices, enhanced customer service through the establishment of a project management structure, improved project delivery, and a strategically positioned office that can succeed in a new competitive environment. The NAPA study alone resulted in decisions to contract more than 90% of the design portion of DSC’s line-item construction program and 100% of its construction supervision. These decisions resulted in a 68% reduction in our staff (see fig. 1) — from 578 in FY96 to about 240 today (consistently meeting the NAPA target of no more than 260 FTE employees).

Figure 1
DSC Staffing Levels - FTE Employees



We have undergone these reductions while maintaining significant workloads and improving project accomplishments. For example, in FY02 this reduction saved the Denver Service Center \$32 million in direct government costs from FY96 levels, and direct labor savings now total more than \$100 million over the past seven years. Each of studies mentioned above has guided the Denver Service Center towards continuous improvement, providing us with increased value, efficiency, productivity, and effectiveness.

These studies have also led to an expansion of “electronic government” and the development of a Web-based workflow process across all DSC program areas. DSC staff is more efficient through the use of electronic guidelines, templates, and sample documents.

CURRENT DEVELOPMENTS

One of the driving forces for our current changes at the Denver Service Center is our increasing workload in all program areas. With a reduced staff, we are prepared to respond to this program growth and still provide the National Park Service

with quality design and construction services on time and within budget. Other forces having an impact on the way we will operate include the following:

- responding to the mandates from the National Academy of Public Administration and the A-76 competitive sourcing study
- operating effectively and efficiently in a competitive environment
- managing fluctuating programs

In response to these forces, we have instituted cradle-to-grave project responsibility and increased our organization’s flexibility to address the programs through the use of more than 175 A/E (architectural and engineering) contracts.

Two of our largest initiatives to address current challenges are to contract out 100% of the line-item construction program in future years and to realign the DSC organization. In FY02 we realized that an additional realignment was necessary to remove competition of resources between our program areas. We have started to transition into this realigned organization and will report on our progress.



President George W. Bush at Sequoia and Kings Canyon National Parks

THE PRESIDENT'S MANAGEMENT AGENDA

While the Denver Service Center is working to provide services to the best of our capabilities on behalf of the National Park Service, we are also working to respond to President Bush's federal management agenda. The president's vision for government reform is driven by three principles — government should be citizen centered, results oriented, and market based. We will strive to meet these principles through his management agenda for the federal government based on his five initiatives.

- 1. Strategic management of human capital.** We ensure implementation and compliance with a policy of zero tolerance for discrimination and incivility. We align human capital policies, recruitment, training, leadership development, and diversity initiatives to effectively support the accomplishment of the NPS mission, goals, and strategies.
- 2. Competitive sourcing.** We are undergoing a competitive sourcing study at the Denver Service Center. We will also ensure that the Federal Activities Inventory Reform (FAIR) Act accurately identifies all commercial activities.
- 3. Improve financial performance.** We ensure financial and managerial accountability, including end-of-year reporting.
- 4. Expand electronic government.** We promote electronic government and implementation of the Government Paperwork Elimination Act. We integrate information technology (IT) management into normal business activities by establishing performance measures, directing resources, and establishing a budget to bring IT systems into full compliance with the Department of the Interior's strategic plan.
- 5. Budget and performance integration.** We integrate budget and program performance information and decision-making. We link rewards with performance.



How We Work

DESIGN AND CONSTRUCTION

The Line-Item Construction Program

Some of the most dramatic changes in the way we do business during the past five years have occurred within our line-item construction (LIC) program. The National Academy of Public Administration (NAPA) study in 1998 called for the Denver Service Center to contract out and manage 90% of our LIC program. We currently contract out more than 97% of our LIC program, and our in-house design effort for FY03 though FY05 will only account for 2.93% of our LIC program, using less than 15 FTE employees.

The LIC program is unpredictable. Since 1998 the five-year NPS LIC program has been revised numerous times. Congressional additions and substitutions and unexpected project developments lead to constant shifts in the five-year program.

The accomplishment of the LIC program draws from a wide variety of professional and technical staff, including project managers, architects, engineers, landscape architects, contracting officers, planners, historians, cultural and natural resource specialists, compliance specialists, and budget and other technical specialists.

Table 1 highlights the LIC program awards for the Denver Service Center, showing an increase of about \$34 million in construction obligations between FY01 and FY02, and an increase in the number of projects from 14 to 33 between FY98 and FY02.

The Denver Service Center has historically monitored and reported our modification rates for the LIC program. Our goal, established by the National Association of Public Administrators, is a modification rate of 10% or less, and our project managers, A/Es, and contract specialists strive to keep the rate below this percentage. Contracting methodologies of the LIC program work continue to change, and with the increase in innovative contracting, including design/build construction and option contracts, the traditional parameters for measuring a contract modification have become more challenging to define. Additionally, the flexibility of adding work to contracts under the Small Business Administration's 8(a) program without having to resolicit or compete the additional work also makes it challenging to use traditional standards to define a contract modification. The Denver Service Center is looking at ways to adequately and accurately capture these changes in construction contracting for future reports.

Table 1
Construction Awards by Region FY98-02 DSC LIC, Title V LIC, Title VIII LIC, and Add-on

	FY1998		FY1999		FY2000		FY2001		FY2002	
Region	No. of Projects		No. of Projects		No. of Projects		No. of Projects		No. of Projects	
AR	0		1	\$ 141,000	0		2	\$3,190,052	0	
IMR	2	\$ 8,724,378	0		3	\$ 6,375,278	3	\$ 3,166,688	5	\$ 8,380,383
MWR	0		0		2	\$ 5,325,412	2	\$ 1,191,566	1	\$ 1,124,333
NCR	2	\$ 2,501,728	0		2	\$ 4,143,462	2	\$ 464,784	7	\$10,431,345
NER	4	\$ 5,873,902	7	\$ 8,936,317	3	\$ 4,574,000	3	\$12,803,723	5	\$7,479,817
PWR	3	\$13,944,665	3	\$10,517,412	5	\$10,310,120	5	\$15,931,571	8	\$31,063,701
SER	3	\$ 5,279,477	2	\$ 1,211,281	3	\$ 5,910,875	3	\$ 5,265,170	7	\$17,900,866
	14	\$36,324,150	13	\$20,806,010	18	\$36,639,147	20	\$42,013,554	33	\$76,380,445

AR Alaska Region, IMR Intermountain Region, MWR Midwest Region, NCR National Capital Region, NER Northeast Region, PWR Pacific West Region, SER Southeast Region

Considering all funding sources within the LIC program, including park-funded work and reimbursables, figure 2 shows the overall DSC construction program. Project managers and contracting services play a crucial role, assisting the regional offices, parks, and others in obligating their appropriated funds and improving the overall

NPS obligation rate. In addition, after those projects are awarded, the Denver Service Center is increasingly called on for continued project management, construction management, and contracting support to the completion of the facility.

Figure 2
Construction Awards FY98-02, All Funding Sources

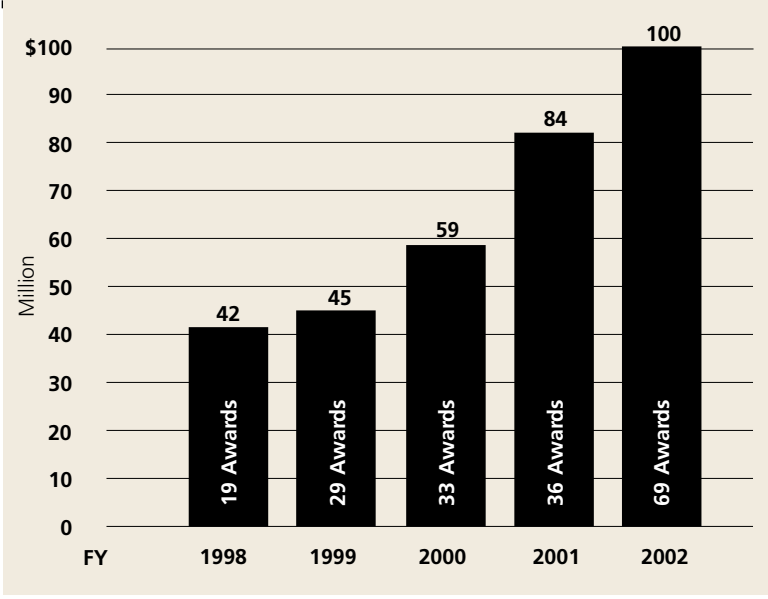


Table 2
Active Construction Contracts FY02 by Region, All Funding Sources

Region	Number	Award Amount
IMR	17	\$ 46,532,525
NCR	28	29,200,753
NER	30	40,285,589
SER	15	26,919,324
MWR	4	7,641,311
PWR	23	70,371,031
AR	6	15,797,641
USFWS	5	12,292,285
Total	128	\$249,040,459

IMR Intermountain Region, NCR National Capital Region, NER Northeast Region, SER Southeast Region, MWR Midwest Region, PWR Pacific West Region, AR Alaska Region, USFWS U.S. Fish and Wildlife Service

Table 2 shows the DSC active construction contracts by region for FY02. The Denver Service Center had 128 active construction contracts in FY02, with a value award of \$249,040,459. These active projects are in multiple stages of construction — in pre-construction, under construction (early, mid, or finishing stages), or in post-construction (operation and maintenance manuals and preparing as-constructed drawings). All of these stages require support from DSC project and program managers, contracting specialists, and construction management staff, along with the various contractors.

The Facility Design Work Process

The Denver Service Center has made tremendous progress in redefining how we manage and perform work. The revised park development process redefines NPS pre-design and design to follow American Institute of Architects definitions. The park development process aligns the DSC workflow process with industry standards and improves communication with our A/E partners. The process was also updated to include design/build contracting, in addition to design/bid/build.

New Microsoft Project workload templates have been developed to help determine the level and type of effort that should typically be required to complete pre-design, schematic design, design development, and construction documents.

Templates have been prepared for multiple levels of funding for typical building types, both using in-house personnel and A/E partners. The templates provide a range of hours for each task/discipline to assist the project managers when preparing project workloads.

Each discipline has completed a list of design standards to guide A/E designers in completing designs that comply with applicable codes, director's orders, NPS directives, and industry standards. We have begun to develop quality assurance milestones, a process in which A/E managers will periodically consult with the technical specialists to review schematic design alternatives, review results, and ensure that all required deliverables are included and complete.

Table 3 illustrates the design costs associated with the DSC LIC program for FY01 and FY02.

**Table 3
A/E Design Costs Associated with the DSC Share of
the Line-Item Construction Program**

	FY2001	FY2002
Add-on Construction Planning	\$253,105	\$1,271,044
Line-Item Construction Planning	\$4,427,483	\$6,972,424
Supplemental Services/Pre-design	\$3,936,191	\$7,899,691
Total A/E Design	\$8,616,779	\$16,143,159

Construction Management

The NAPA study in 1998 directed the Denver Service Center to contract out 100% of our construction management program. Our construction management costs associated with the LIC program was \$2.8 million in FY01, and increased along with our LIC program in FY02 to \$3.6 million.

Design and Construction Project Highlights

John Day Fossil Beds National Monument, Thomas Condon Paleontological Center

Construction started on the Thomas Condon Paleontological Center in spring 2002. The construction contract for the center is \$5.4 million. The center will serve as the major visitor orientation, information, and interpretation center and have

audiovisual and exhibit space. It will also provide for curation and education through a fossil preparation lab, exhibits, and storage facilities. The rehabilitation of the Cant ranch house for administrative offices and cultural resource exhibits is also included in this project.



Manzanar National Historic Site, Interpretive Center

The National Park Service is rehabilitating the historic 11,000-square-foot high school auditorium building, built in 1944, as the interpretive center for this national historic site. This is the largest of three intact World War II structures in the national historic site; all are on the National Register of Historic Places, and all contribute to the national historic site's national historic landmark status. The Denver Service Center awarded the \$3.5- million contract in February 2002; the grand opening for the interpretive center is planned for late 2003.



Fort Sumter National Monument, The Historic Fort Sumter Education Center

The historic Fort Sumter Education Center held its grand opening this past year. This “dockside” project combined an NPS administrative office with a boat docking tour operations facility, a visitor center, and a museum to house historic information and artifacts from the fort's legendary 1861 battle between the Union and the Confederacy. This \$1.2-million project involved close cooperation between the Park Service and the city of Charleston. The national monument has had a vast increase in visitation since this facility opened.



Castillo De San Marcos National Monument

The Castillo De San Marcos is the oldest masonry fortification in the continental United States. The masonry was deteriorating from increasing water infiltration. This \$2.9-million project was completed in January 2002, and involved removing the concrete deck, performing asbestos abatement, making masonry repairs to the walls, adding a new waterproof membrane, and constructing a concrete walkway. The new deck is isolated from the historic masonry and “floats” with strategically located expansion joints.

THE TRANSPORTATION PROGRAM

Three transportation programs are supported by the Denver Service Center—the Park Roads and Parkways Program, the Alternative Transportation Program, and the Native Plants and Revegetation Program.

Park Roads and Parkways Program

Under a partnership agreement between the Federal Highway Administration (FHWA) and the National Park Service,

DSC landscape architects provide a full range of design and construction coordination on Federal Lands Highway Program road projects. Our project managers and compliance specialists also play vital roles in the successful management and administration of these projects.

Total projects under development in FY02 numbered 123 in six regions. At the end of FY02, the Federal Highway Administration reported a total of 33 NPS construction projects awarded with a combined obligation of \$126.6 million. Table 4 illustrates NPS awards by FHWA region.



Blue Ridge Parkway, Virginia

Table 4
Federal Highway Administration
Design and Construction Program
FY02 Authorization/Award Schedule

Project/Description	Low Bid/Offer
Eastern Federal Lands Highway Division	
Rock Creek Park 18(1) Rehab., Carter Barron PA & Entrance	\$2,301,313
Natchez Trace National Scenic Trail 3P9 New, 6 bridges within 3P4	\$6,857,959
Natchez Trace National Scenic Trail 3N11, 012 Recon., from US 51 to Old Canton Road (MP 109 to 130)	\$3,170,953
Shiloh National Military Park 502(1) Rehab., Dill Creek Bridge, Park Roads, Pkg. 138	\$2,654,062
Natchez Trace National Scenic Trail 3P13 New, Highland Colony Pkwy to 3O10, P1, 1 Bridge	\$6,899,161
George Washington Memorial Parkway 214(1), 215(1) Rehab., Great Falls Park	\$903,735
Blue Ridge Parkway 2S16-LC Slide Repair at MP 400.7 (Potential CM)	\$397,777
George Washington Memorial Parkway 1A94 Resurface, Section 2V (Complete project)	\$5,001,606
Blue Ridge Parkway 2V13, W8 Rehab., MP 59 to 65 & 73 to 87	\$9,742,320
Natchez Trace National Scenic Trail 3Q6, R11, U3 Rehab., EB Maine, WB Maine, & Swan Boat Parking	\$1,835,476
National Capital Parks - Central 504(2), 505(3) New, St. Catherine's Creek to Liberty Road	\$26,406,336
Natchez Trace National Scenic Trail 3X5 Recon./drainage improvements Duckbrook Road	\$589,873
Great Smoky Mountains National Park 3B18, 17A3 Rehab., Laurel Creek & Tremont Road	\$4,038,840
Natchez Trace National Scenic Trail 3T6, V5 Rehab., fill slope at Bayou Pierre & Coles Creek	\$840,605
Total	\$71,640,016
Central Federal Lands Highway Division	
Petrified Forest National Park 10(3) Jim Camp BRDG/Jasper	\$2,205,435
Chiricahua National Monument 10(1) Chiricahua	\$2,692,960
Lassen Volcanic National Park 10(1) Lassen	\$6,563,256
Chickasaw National Recreation Area 10(1), 13(1) 214(1), 215(1)	\$2,724,907
Sequoia & Kings Canyon National Parks 10(5) & 15(1) Generals Highway	\$3,982,074
Lake Mead National Recreation Area 1(15) Las Vegas Wash Bridge	\$3,158,300
Capulin Volcano National Monument 10(1) Capulin Volcano	\$373,480
Navajo National Memorial 10(1) Main entrance road	
Canyonlands National Park 10(1) Needles access	\$1,456,090
Big Bend National Park Safety Improvements, Rte 12	\$683,241
Death Valley National Park 15(1) Badwater Road	\$5,053,861
Canyon de Chelly National Monument 10(1) Canyon de Chelly	\$2,627,403
Lake Mead National Recreation Area 10(1) Callville Bay	\$5,332,405
Aztec Ruins National Monument 10(1) Aztec Ruins Road	\$538,229
Grand Canyon National Park 11(2) Desert View	\$6,708,885
Bryce Canyon National Park 10(3) Main access - Rainbow	\$9,398,469
Total	\$53,498,995
Western Federal Lands Highway Division	
Mount Rainier National Park 14(2) Rehab., Nisqually Glacier Bridge	\$320,965
PRA Mount Rainier National Park 14(3) Christine Falls slump	\$543,980
Mount Rainier National Park 13(A) Rehab., Backbone Ridge viaduct	\$629,780
Total	\$1,494,725
Total	\$126,633,736

The Alternative Transportation Program

The mission of the Alternative Transportation Program (ATP) is to preserve and protect resources while providing safe and enjoyable access to, from, and within park units by using sustainable, appropriate, and integrated transportation solutions. This is accomplished with the successful planning and implementation of alternative transportation systems, which include mass transit, bicycle and pedestrian links, and automobile access. Alternative transportation can also include a whole range of related technologies, facilities, and transportation management strategies. During FY02, the DSC Site Design Branch has become an integral and critical leader on 19 ATP projects in six regions.

The Native Plants and Revegetation Program

The Native Plants and Revegetation Program was originally developed under

the Federal Lands Highway Program and is now administered by the Denver Service Center. Technical specialists are available to manage or consult on issues associated with revegetation with native plants, erosion control, and site restoration. Program capabilities include

- identifying plant species needed
- collecting and processing native seed
- providing high-quality custom-grown container plants and producing native forbs and grass seed from site-specific field collections
- ensuring genetic integrity
- providing technical assistance on site preparation, plant establishment, weed control, seed collection, and processing
- identifying threatened and endangered species
- identifying and maintaining historical plants



Rock Creek Park, Washington, D.C.

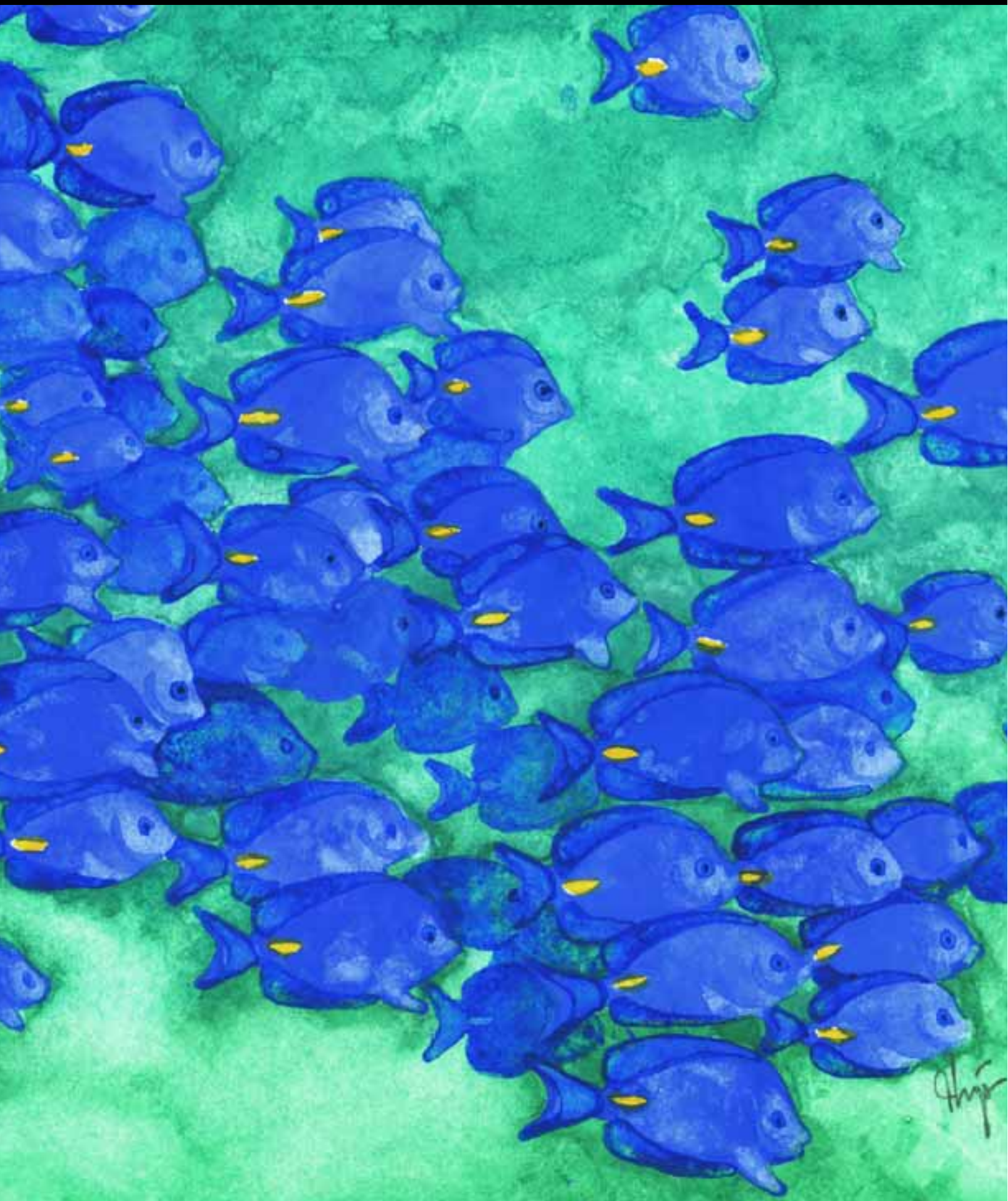


Zion National Park, Utah

General Management Plan Amendment

National Park Service
U.S. Department of the Interior

Dry Tortugas National Park
Florida



THE PLANNING PROGRAM

The Denver Service Center performs park planning, special studies, and natural and cultural resource compliance to support the National Park Service and its mission. DSC planners provide a number of major products and services including general management plans, special resource studies for potential additions to the national park system, and site plans.

DSC planners respond to many requests for direct services to parks. These requests include a wide variety of meeting and workshop facilitation services, graphics and document production support, and assistance with implementation plans. These implementation plans include wilderness management, carrying capacity, climbing management, and alternative transportation plans.

Although the number of requests in any particular year varies, in some years these direct services constitute a quarter of the total accomplished workload for the planning group.

Within the DSC planning program, the Gateway and Regional Planning Group works to establish public involvement and outreach strategies for major planning projects. The group provides direct assistance to parks in working with surrounding communities and stakeholders to establish and maintain cooperative relationships in projects that do not necessarily involve a complete new general management plan. For example, this group helps parks convene stakeholders to carry out ecosystem, regional, and gateway community collaborative planning.



Cane River National Heritage Area, Louisiana. Photo by Sonny Carter.

General Management Plans

The National Parks and Recreation Act of 1978 directs the National Park Service to prepare and revise, in a timely manner, general management plans for the preservation and use of each national park system unit. General Management Plans (GMPs) establish a basic philosophy for management and strategies for resolving major issues related to park purposes as defined by Congress. They provide the basic guidance for what interests in land need to be acquired and what type of infrastructure is needed to maintain park resources unimpaired for future generations while providing for appropriate visitor use and enjoyment. These management plans also provide a framework for coordinating maintenance, facility development, interpretive programs, and resource management to promote efficient operations.

A final, approved planning document is only one obvious result of the planning process. Some other important results of general management planning include public involvement and understanding of park mission and goals, guidance on appropriate treatments for natural and cultural resources, coordination with state and local officials and other agencies, and

cooperation with land managers and property owners inside and outside the park unit. Plans also evaluate environmental consequences and socioeconomic impacts, estimate differences in costs, and identify phasing for implementation. Cooperation with partners and park neighbors and mitigation of potential impacts on park resources are especially important results of management planning.

In FY02 the Planning Leadership Group recommended that the National Park Service take additional steps to ensure the production of realistic plans that consider life-cycle costs, fiscal constraints on the federal government, and the promotion of partnerships to help accomplish results. The group also stressed using creative solutions to management challenges that do not necessarily depend on the development of new facilities. Special attention will continue to be given to ensuring that assumptions about visitation increases are realistic. The role of visitor centers will be carefully scrutinized in light of costs for development and long-term operations.

General management plans routinely require a three- to four-year period for completion. In FY02 nine general management plans were finished (see table 5).

The following table outlines the status of general management plans in FY02.

Table 5
General Management Plans/Environmental Impact Statements and Special Resource Studies Program, FY02 Summary

Amistad National Recreation Area Texas.....	Start, project agreement review
Arkansas Post National Memorial Arkansas.....	Draft GMP/EIS published
Bandlands National Park South Dakota.....	Alternatives Newsletter published, preparing draft GMP/EIS
Big Bend National Park Texas.....	Draft GMP/EIS on region/Washington Office (WASO) review
Big Cypress National Preserve Florida.....	Scoping newsletter published, draft alternatives on review
Big Thicket National Preserve Texas.....	Alternatives newsletter published, draft GMP/EIS underway
Biscayne National Park Florida.....	Scoping newsletter published, draft alternatives on review
Blue Ridge Parkway North Carolina.....	Scoping newsletter published
Cane River National Heritage Area Louisiana.....	FONSI signed
Canyon de Chelly National Monument Arizona.....	Start, project agreement review
Channel Islands National Park California.....	Alternatives newsletter published, preparing CBA on preferred alternative
Chattahoochee River National Recreation Area Georgia.....	Draft GMP/EIS on internal review
Chickasaw National Recreation Area Oklahoma.....	Scoping newsletter published, public meetings scheduled
Coronado National Memorial Arizona.....	Draft GMP/EIS on region/WASO review
Crater Lake National Park Oregon.....	Alternatives newsletter published, impacts workshop scheduled
Craters of the Moon National Monument Idaho.....	Scoping newsletter published
Devils Tower National Monument Wyoming.....	Approved ROD
Dry Tortugas National Park Florida.....	Approved ROD
Everglades National Park Florida.....	Start, project agreement review
Guadalupe Mountains National Park Texas.....	Alternatives newsletter published
Grand Portage National Monument Minnesota.....	Team draft GMP/EIS review, preparing final plan
Lake Meredith National Recreation Area Texas.....	Scoping newsletter published
Little Rock Central High School National Historic Site Arkansas.....	Approved ROD
Mary McLeod Bethune Council House National Historic Site DC.....	Approved ROD
Manassas National Battlefield Park Virginia.....	Start
Minuteman Missile National Historic site South Dakota.....	Alternatives newsletter published, preparing team draft GMP/EIS
Monocacy National Battlefield Maryland.....	Start, approved project agreement
Mount Rainier National Park Washington.....	Approved ROD
National Capital Region-East (Fort Circles Parks) DC.....	Draft GMP/EIS published
Olympic National Park Washington.....	Scoping newsletter published
Pea Ridge National Military Park Arkansas.....	Draft GMP/EIS underway
Pictured Rocks National Lakeshore Michigan.....	Alternatives newsletter published
Pipestone National Monument Minnesota.....	Alternatives newsletter published
Rock Creek Park DC.....	Draft GMP/EIS underway
Saint Croix National Scenic Riverway Wisconsin.....	Approved ROD
Saguaro National Park Arizona.....	Start, project agreement review
Santa Monica Mountains National Recreation Area California.....	Final GMP/EIS published
Sequoia/Kings Canyon National Parks California.....	Team draft GMP/EIS review
Shiloh National Military Park Tennessee.....	Team draft GMP/EIS review
Sleeping Bear Dunes National Lakeshore Michigan.....	Alternatives newsletter published (on hold)
Sunset Crater Volcano National Monument Arizona.....	Draft GMP/EIS published
Vicksburg National Military Park Mississippi.....	Scoping newsletter published, developing SRS alternatives
Voyageurs National Park Minnesota.....	Approved ROD
Walnut Canyon National Monument Arizona.....	Draft GMP/EIS published
Washita Battlefield National Historic Site Oklahoma.....	Approved ROD
Wilson s Creek National Battlefield Missouri.....	Draft GMP/EIS underway
Wupatki National Monument Arizona.....	Draft GMP/EIS published

GMP/EIS General Management Plan/Environmental Impact Statement **WASO** Washington, D.C., office
CBA Choosing By Advantage **ROD** Record of Decision **SRS** Special Resource Study **FONSI** Finding of No Significant Impact



Dry Tortugas National Park General Management Plan Amendment

This plan was completed in FY02 after an investment of almost \$1 million. The collaborative GMP process resulted in enhanced protection of near-pristine resources such as coral reefs and sea grass beds, fisheries, and submerged cultural resources by the creation of a 46-square-mile Dry Tortugas Research Natural Area.

This protected area complements the adjacent Tortugas Ecological Reserve in the waters of the Florida Keys National Marine Sanctuary, established in April 2001 by the governor and cabinet of the state of Florida. When fully implemented, the NPS research natural area will be the largest fully protected marine area in the national park system; when consolidated with the ecological reserve this combined area will constitute the third largest no-take marine reserve in the world. This GMP Amendment received the Federal Planning Division Award in 2002 for an Outstanding Collaborative Planning Project.



Devils Tower National Monument, General Management Plan

The approved general management plan for Devils Tower calls for the establishment of a shuttle system to alleviate visitor crowding and resource impacts at the

tower. This proposal has been positively received by the state of Wyoming, which has contributed about 13% of the total cost (about \$300,000) of developing the needed staging and interpretation area for the national monument.



Olympic National Park General Management Plan

The general management plan for Olympic National Park in Washington state started in November 2000 with a draft of the plan expected in FY04 and a record of decision in FY05. The draft alternatives for this plan, including the preferred alternative, will be near completion in FY03. These alternatives address such topics as the management of wilderness (more than 95% of the park), the establishment of intertidal marine reserves, visitor access to the quintessential rainforests via flood-prone roads, continuation and/or nature of the downhill ski area, and expansion of the boundary to increase protection of resources.

THE TECHNICAL INFORMATION CENTER

The Denver Service Center is the home of the National Park Service's Technical Information Center (TIC). This is a service-wide information management and storage retrieval center for documents and drawings.

The National Park Service annually creates millions of records documenting its infrastructure. The Technical Information Center houses these records as well as government, state, and local information used by public and private sector architects, engineers, historians, students, and librarians nationwide. It currently serves as the central repository for managing all NPS-generated planning, design, and construction drawings and documents and related technical report documentation.

In September 2002 the Technical Information Center selected a new document management system, HighView, that will serve as the backbone for capturing, indexing, and electronically displaying documents for use within the National Park Service and eventually online for public use. The HighView system will improve the center's ability to organize, store, and find information. It will also allow the general public to find information online via Web access. This new system should be installed and available for internal use in December 2003, and for external use in spring 2004. The center's oldest data and documentation will be moved into the new system first.

In FY02 the Technical Information Center responded to more than 1,300 non-NPS requests for information, including visitors to the center, e-mails, telephone calls, and letters. The center processed about 70 requests from private companies and received nearly 40 requests from all levels of government including county, state, Native American, and federal government entities. About 30 universities contacted the center for information. Requests from international governments including Canada, England, Austria, Germany, and Switzerland were also handled by TIC personnel.

In light of the events of September 11, 2001, the center took additional measures to ensure its security and documentation policies for both internal and external uses.

The Micrographics and Imaging Services group (MICRO) within the Technical Information Center scanned drawings for many park units including Acadia National Park, Adams National Historical Park, Alagnak Wild River, Allegheny Portage Railroad National Historic Site, Amistad National Recreation Area, Chickamauga and Chattanooga National Military Park, and Petrified Forest National Park. Most parks now have scanned documents and reports attached to records in the TIC database. In FY02 about 7,000 documents were scanned, consisting of more than 340,000 images (pages). The MICRO group also produced more than 2,800 prints from microfilmed drawings for NPS and public use during the year.

OTHER DSC SERVICES

Contracting Services

The DSC Contracting Services Division is the largest contracting office in the National Park Service. Services provided include preparation of scopes of services, task orders, contracts, and bid packages, and the division performs negotiations and awards for the Denver Service Center, National Park Service, and other agencies.

Although DSC line-item and other park projects are the highest priority, the division is able to perform additional tasks for

other customers using streamlined acquisition methods that have been honed by its highly qualified and warranted professional staff.

Table 6 displays the entire program by the DSC Contracting Services staff for the years FY97 through FY02. As table 6 shows, the Denver Service Center's dollar values almost tripled — from \$59.1 to \$168.33 million. This increase comes from various funding sources and a wide array of programs.

Table 6
Contract Actions FY97-02, All Contract Actions and All Funding Sources

	FY1997	FY1998	FY1999	FY2000	FY2001	FY2002
Professional Services	12.7	14.7	19.9	30.9	25.1	45.99
Construction	42.1	41.7	59.7	68.4	85.2	109.2
Purchase Orders	3.8	3.7	4.9	2.0	4.1	10.64
Agreements	0.5	0.4	1.9	1.3	1.0	1.7
Narrow Banding					1.5	0.7
Public Utilities					1.6	0.1
	\$59.1	\$60.5	\$86.4	\$102.6	\$118.5	\$168.3

in Millions of \$

Recently, NPS contracting professionals adopted the industry practice of counting actions as another way to measure the volume of work a group performs. In a two-year period, with a constant level of staff, Contracting Services' transactions increased from 717 to 1,264, an increase of about 60% (see table 7). Transactions included the more traditional design and construction services as well as purchase orders, narrow band, and utility contracts.

Table 7
All Contract Actions and All Funding Sources

FY2001	FY2002
Actions	Actions
549	731
46	216
122	246
	26
	24
	21
717	1,264

Small Business Accomplishments. As indicated in table 8, during the past six years the Denver Service Center has steadily increased its awards to Small Business Administration 8(a) businesses.

Table 8
Contract Actions FY97-02 by Business Classification, All Contract
Actions and All Funding Sources

	FY1997	FY1998	FY1999	FY2000	FY2001	FY2002
8(a) Awards	4.9	5.3	6.5	20.0	18.9	24.76
Women-owned	1.5	1.4	0.6	1.9	1.8	1.8
Small-Disadvant.	3.1	0.1	0.3	4.6	2.9	2.8
Small Business	16.1	29.0	44.0	37.7	31.4	72.8
Large Business	31.0	24.3	33.0	37.1	61.9	51.2
Government	2.5	0.4	1.9	1.3	1.6	1.94
Universities			0.1			
HUBZone						9.6
Non-Profit						3.6
	\$59.1	\$60.5	\$86.4	\$102.6	\$118.5	\$168.5

in Millions of \$

The Partnerships Office

The DSC Partnerships Office helps national parks, heritage areas, gateway communities, and surrounding regions develop integrated approaches through public and private partnerships to enhance both visitor experience and the economic and environmental sustainability of these communities. These goals are accomplished through strategic alliances with other organizations and professionals. The Partnerships Office provides guidance on design and planning activities with NPS partnership projects, and holds the responsibility for maintaining agency goals and dedication to the NPS mission through the built environment. The Partnerships Office will coordinate

the diverse efforts, interests, and entities engaged in partnership design supporting the National Park Service.

In FY02 the Partnerships Office helped complete two studies with the Outside Las Vegas Foundation. One of the studies at Oliver Ranch, an area just outside of Las Vegas on Bureau of Land Management land, was a feasibility study to complete the planning for a residential field science school for local Clark County, Nevada, schools. The Denver Service Center assisted in planning how the campus could be integrated into the particular site, including organizing a design charrette.



Outside Las Vegas Foundation, proposed interagency visitor complex at Kyle Canyon, Nevada



Proposed recreational area at Spring Mountain National Recreation Area, Nevada

Technical Services

The Denver Service Center is home to the NPS servicewide fire protection engineer. This employee works closely with the regional structural fire management officers and the program office in Boise to promote and implement the NPS structural fire program and assist parks with fire protection and life safety evaluations, fire detection and protection strategies, and design of fire protection systems. The National Park Service provides this critical technical resource for parks, regions, and the Denver Service Center.

The Denver Service Center also manages the servicewide seismic safety program for the National Park Service. This program provides information to parks, regions, and Washington, D.C.-based programs and offices pertaining to the seismic safety of buildings and the construction of new facilities. The seismic safety program manager is responsible for gathering information on national park system buildings and implementing a multiyear seismic safety plan to correct structural deficiencies and minimize risk to NPS properties and occupants within available funding.

The NPS seismic safety program manager reports information to the Department of the Interior and the Federal Emergency Management Agency (FEMA) on the seismic safety accomplishments within the Park Service, and represents the National Park Service at national seismic safety meetings and conferences. He also serves as a voting member on several national code committees and subcommittees, including the American Society of Civil Engineers, Seismic Evaluation of Existing Buildings Committee, and the FEMA Seismic and Historical Guidelines Peer Review.

Library

The DSC library provides library and information services to NPS employees. The library collection includes books, journals, government publications, and videos focused on the National Park Service, U.S. history, anthropology, preservation, architecture, landscape architecture, and engineering. The library houses building codes, standards, a product samples library, and manufacturer's catalogs.

Services provided by the library include reference assistance, online literature searches, interlibrary loans, cataloging, and consultation to park libraries.

The library catalog is available at www.library.nps.gov as part of the NPS library catalog.



DSC Library

DSC Financial Status

In addition to our appropriated base funding for the line-item construction program, the Denver Service Center receives funding from a number of sources including the general management planning program, the Federal Lands Highway Program, park repair/rehabilitation maintenance, fee-demonstration program projects, and other refundable and reim-

bursable programs. Figure 3 provides a breakdown by funding source for the DSC \$33.62-million budget for FY02.

Table 9 represents the appropriated base for the Denver Service Center for FY99 through FY02. Funding has remained essentially the same for the past four years.

Figure 3
DSC FY02 Budget - \$33.62 Million

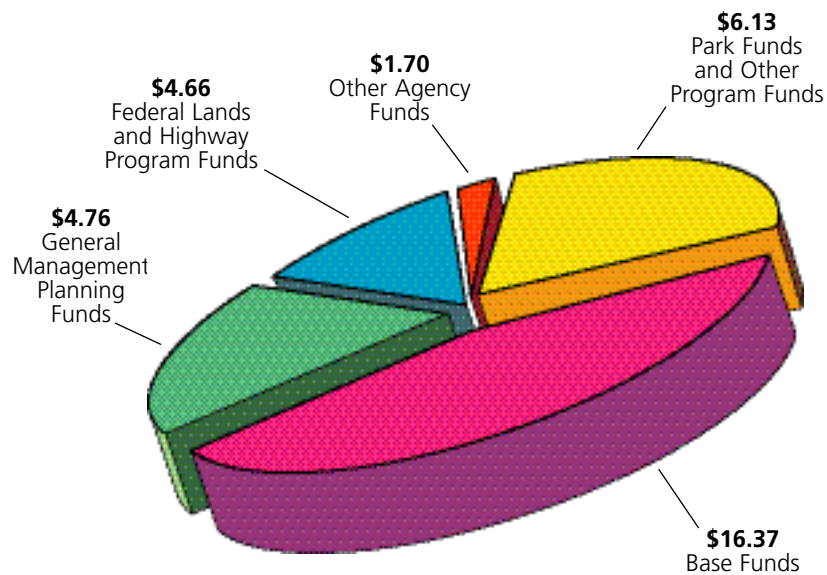
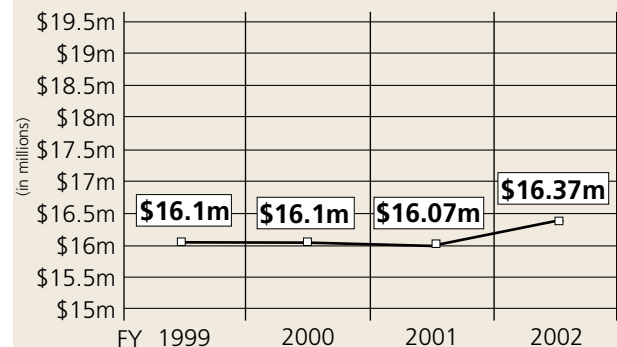


Table 9
Appropriated Funding



NPS Leadership Groups

As part of the National Park Service, the Denver Service Center must operate to meet the needs of the rest of the park system. The following groups assist and guide us with our missions.

PARK PLANNING, FACILITIES, AND LAND DIRECTORATE

In the NPS organization, the Denver Service Center is part of the Park Planning, Facilities, and Lands Directorate. This directorate provides leadership, policy development, program accountability, and budget formulation for

- studies of potential additions to the national park system or other designations
- land acquisition and related real estate operations
- general management planning and the NPS planning framework
- facility and infrastructure design and construction
- facility and asset management
- interpretive and media planning and design
- construction program management
- servicewide leadership in sustainable development and green energy parks

DEVELOPMENT ADVISORY BOARD

Major park facility construction projects exceeding \$500,000 must be submitted to the NPS Development Advisory Board (DAB) for review and approval. The number of project reviews conducted by the board in FY02 for both the Denver Service Center and the parks and regions is illustrated in table 10. This board meets quarterly and is comprised of professional and technical experts with experience in park management and operations, facility management, and design who provide external professional and technical advice to the NPS director. Their comments and recommendations on all projects are made independently without requiring consensus.

These recommendations assist the NPS director and the National Leadership Council in ensuring that projects are of high quality, incorporate sustainable practices, are appropriate to their settings, preserve and protect resources, provide safe visitor enjoyment, and demonstrate defensible, cost-conscious decisions focused on cost reduction.

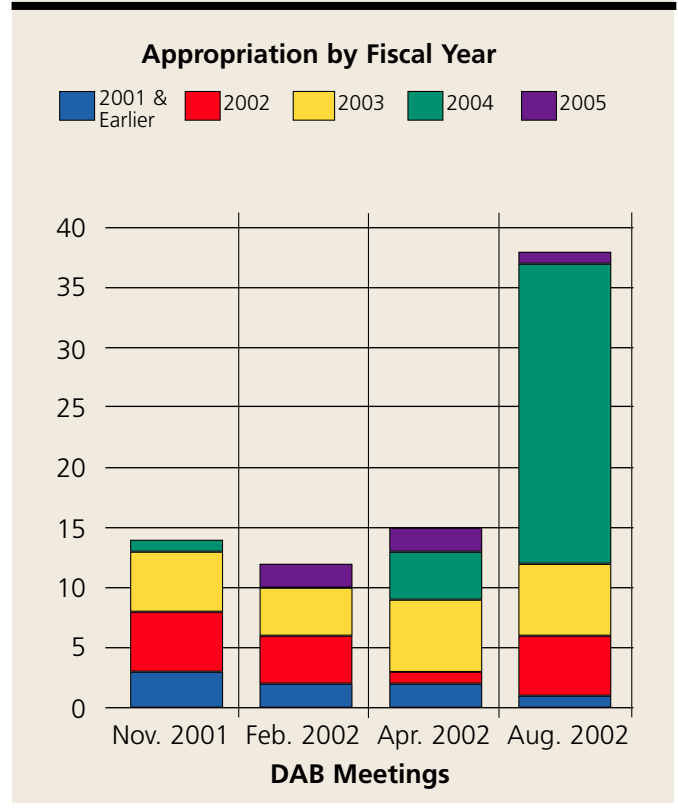
Table 10
DAB Project Reviews - FY02

	DSC	Parks & Regions
August 2002	44	28
April 2002	22	14
February 2002	18	17
November 2001	17	21
Total		181

Figure 4 illustrates the presentations made to the board in FY02 for line-item construction projects. Only projects for which the Denver Service Center is the lead office were tabulated. Columns show projects by appropriation years. To adver-

tise and award construction projects in the appropriation year, DAB approval must be secured two years in advance. The large number of FY04 projects presented at the August 2002 DAB meeting indicates that those projects should meet their schedule.

Figure 4
Appropriation Year of LIC Projects
Reviewed by FY02 Development Advisory Board



THE PLANNING LEADERSHIP GROUP

The Planning Leadership Group was established to develop recommendations for improving policy and practice in defining the roles of NPS offices involved in park planning and to distribute funds related to planning. The group has traditionally counted on the DSC planning group to produce about 60 % of the general management plan program, including the larger and more complex general management planning projects. The group has also charged a subgroup to take leadership in improving communications among all NPS planners, create innovation in NPS planning methods, provide servicewide training and employee development related to planning, and create a liaison with professional planning organizations.

THE SERVICEWIDE MAINTENANCE ADVISORY COMMITTEE

This 18-member committee serves as an advocate for improving park maintenance and facility management. The committee's major responsibilities are to serve as a source of information regarding all facility management procedures and their overall impact and effectiveness; participate in the development of policy, program formulation, direction, standards, and maintenance programs; act as a liaison with advisory groups and network with other program areas; and identify and address future impacts on NPS maintenance practices, including legislation, trends, and technological changes.

The Denver Service Center: FY03 and Beyond

In FY03 the Denver Service Center is working on more than 550 projects, including line-item construction projects, Federal Lands Highway Program projects, park-funded projects, general management plans, and special resource studies. As we publish this program review, we are realigning the Denver Service Center to better serve our park and regional customers. This realignment will help us to improve customer service to the parks and

regions while continuing to operate in a manner where we will strive to be more efficient and effective.

We look forward to fostering our working relationships with the parks and regions, remaining responsible and accountable for projects assigned to this office, and communicating our progress and results in future reports.



Sheep Mountain, John Day Fossil Beds National Monument, Oregon



As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

NPS D-58 September 2003